



UMSU University Centre

**UMSU  
STRATEGIC PLAN**

2025-2030



University  
of Manitoba  
**STUDENTS'  
UNION**





UMSU University Centre

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**MESSAGE FROM  
THE PRESIDENT AND  
VICE-PRESIDENT  
UNIVERSITY  
AFFAIRS**

The University of Manitoba Students' Union (UMSU) has been a pillar of student advocacy and community at the University of Manitoba since its founding in 1919. Representing over 26,000 undergraduate students, UMSU is committed to amplifying student voices, fostering inclusivity, and enhancing the overall student experience. As the only student union in Canada operating under its own legislative act—the UMSU Act—our union stands as a testament to the power of student representation and leadership.

Over the past year, we have engaged in meaningful conversations with students, staff, and to reflect, and envision our future. Through this process, we have reaffirmed our mission, vision, and core values. What we heard has shaped the UMSU Strategic Plan 2025-2030, ensuring that UMSU remains responsive, proactive, and deeply connected to the evolving needs of students.

The UMSU Strategic Plan 2025-2030 builds upon UMSU's legacy, ensuring that our values of accountability, equity, integrity, and sustainability remain at the core of everything we do. Through advocacy, student-centered initiatives, and meaningful partnerships, we strive to create a more engaged, informed, and supported student community.

Over the next five years, UMSU is committed to expanding its physical presence, enhancing communication and awareness strategies, and improving student services to better serve the evolving needs of our diverse membership. We recognize that students deserve accessible resources, transparent governance, and a vibrant campus environment that fosters both personal and academic success.

We are excited about the future of UMSU, and we invite every student to join us in shaping a stronger, and more connected student community. Your voices, ideas, and passion drive our work, and together, we will continue to build a student union that empowers and uplifts all.

**Let's move forward, together.**

**Miigwech. Maarsi. Nakurmiik. Thank-you. Merci.**



**Divya Sharma**  
President



**Rachvir Dhaliwal**  
Vice-President University Affairs

**University of  
Manitoba Students'  
Union - Strategic  
Plan 2025-2023**



## UMSU STRATEGIC PLAN 2025-2030

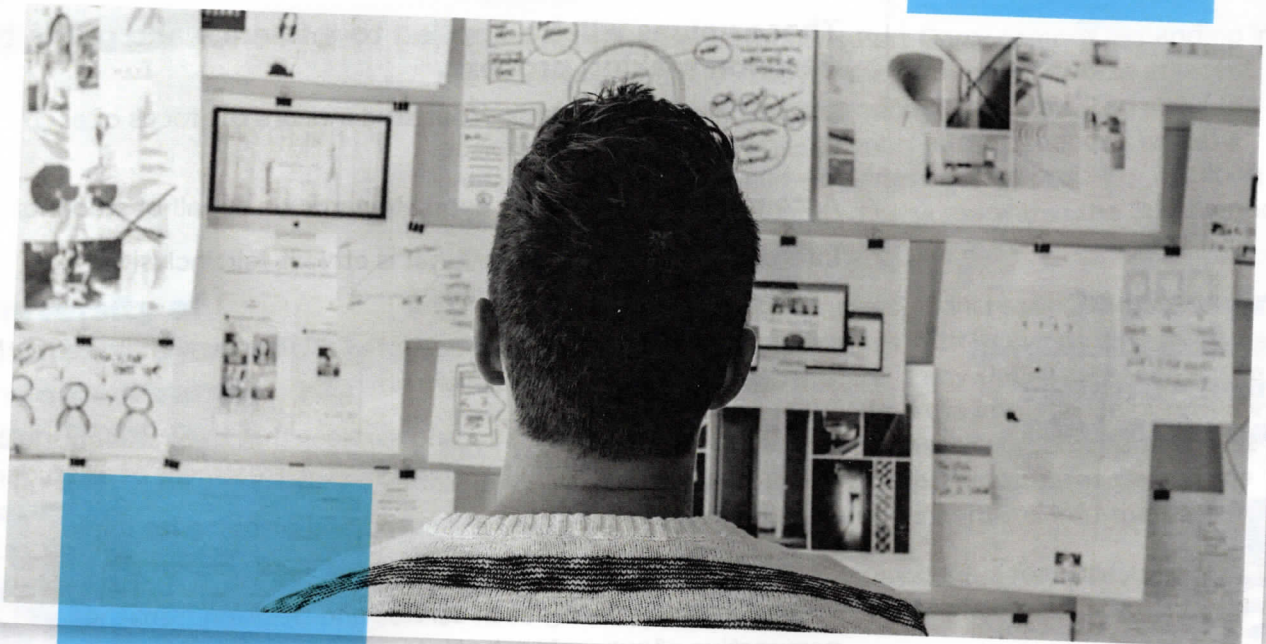
The University of Manitoba Students Union (UMSU) serves students by enhancing student life and increasing the quality of education through consultation, representation, and advocacy.

UMSU serves specifically the undergraduate students of the University of Manitoba and is comprised of an Executive, Board of Directors, Board of Trustees, and employees of the organization. Membership in UMSU is automatic for all registered undergraduate students, who meet the membership enrollment criteria. UMSU operates as a not-for-profit organization, funded by student membership fees. These fees are allocated to internal operations, service provision, and support for student activities and events.

The UMSU Strategic Plan 2025-2030 is created to provide a framework for decision making to guide the Executive members of UMSU, and its Board of Directors, so that UMSU can maintain its viability and purpose, and so that a strategic direction is followed when determining the projects and services that will be either initiated, maintained, or paused over the five-year term of the plan.

### **This Plan recognizes the following attributes of UMSU and affirms that no part of this Plan contradicts or conflicts with the following:**

- UMSU continues to operate as a non-profit organization.
- UMSU serves all undergraduate students of the University of Manitoba.
- UMSU will act in accordance with the terms and limits of the UMSU Act.



## VISION

Inspired by words of renewal, connectedness, engagement and excellence, the working group proposes the following draft vision statement.

To serve, support, and represent the student body through creating a vibrant community that fosters student success.

## MISSION

In order to achieve the organization's vision, the working group proposes the following mission statements which are based, in part, on the objectives outlined in the UMSU Act.

### UMSU will

- operate with a student-centred approach,
- serve as the official advocate of its members,
- be transparent and accountable to those it represents,
- foster an active, engaged, and inclusive student community,
- act as liaison between the student body and university administration,
- uphold the shared commitment to open communication and mutual respect between university administration and the student community, and
- create opportunities for students to better themselves, and the student community.

## VALUES

**These values will be applied to influence and guide the decision making process.**

**Student centred** - ensuring that students are the focus of each decision and action

**Accountability** - acting as good stewards on behalf of students

**Integrity** - behaving in a way that is ethical, fair, inclusive, respectful and with transparency

**Efficiency** - operating all aspects of UMSU in a way that is effectful and ensures good use of resources

**Equity** - designing programs and services that treat students justly and with fairness leading to equality in the treatment of all students

**Sustainability** - being future focused and planning for the long-term stability of the Union

**Empathy** - considering each service and decision from the perspective of caring for students, striving to be understanding of their needs, and being compassionate about their situation.

## STRATEGIC OBJECTIVES & ACTION PLANS

# Strategic Objectives & Action Plans

Short and long term goals were established and each goal is dependent on the availability of funds and other resources, and any potential shifts of strategic priorities by UMSU Executives and Boards of Directors of UMSU over the life of the plan.

### A) Increased physical presence

There is interest in UMSU being more visible on campus and having a stronger physical presence. Three strategic planning objectives were initially created, and were subsequently combined to create this objective. The recommendations put forward include an UMSU Building at the Fort Garry Campus; opening a new business in the Southwood Lands; and having a stronger presence at the Bannatyne campus.



Source: <https://southwoodcircle.com/master-plan/>

A building owned by students for students was raised by several people at various input gathering sessions. There were multiple opportunities or advantages raised such as the possibility of raising revenue which, as a non-profit organization, would go back into programming and services. There was also interest in having more space for students to utilize. It was mentioned that several student unions in Canada have control over a building.

The planning group sees a building as a centralized hub of student information, housing a service centre, food bank, health information, various businesses, and so on.

In addition, with the university's Fort Garry campus expanding into the 'Southwood Circle' lands in the former golf course adjacent to the campus, <https://southwoodcircle.com/master-plan/> the opportunity exists for UMSU to enter into partnership with the university and plan to build a business on the property resulting in an UMSU owned and operated business within the Southwood Circle lands.

Finally, there was significant interest in increasing the UMSU presence at the Bannatyne Campus with many students indicating that they do not believe that there is any UMSU presence at the campus. Ideas generated focused on the importance of providing food, snack, and quick service options for students to purchase essentially to duplicate the GPA's experience at the Bannatyne campus, along with providing student services information.

*The short-term goal would be to invest in a feasibility study of the proposed options, and then let the results of that study inform any longer term goals.*

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## **B) Creation of a new UMSU staff position**

This objective was raised, at least in part, due to the loss of a former 'Internal Coordinator' role that previously existed at UMSU.

There is interest in exploring having a dedicated role to support UMSU officers, board members, volunteers and community representatives. It was suggested that the result of this role would be more engagement and collaboration across various roles of UMSU, as this new position would have a high-level view of many roles and act as an informal liaison between them. It was also suggested that this could result in increased efficiency.

*This short-term goal could be achieved within two years.*

## **C) Create an UMSU awareness strategy**

The stakeholder engagement sessions provided feedback that students are not as aware of what UMSU is, or its programs or services, as they could be. There was interest in creating a marketing campaign to share 'what UMSU is and what it does' to the student community. Along the same vein, this campaign would also clarify UMSU's role and what it does not do, or cannot do, as feedback gathered included expectations beyond UMSU's mandate. There is belief that more education and information about UMSU might lead to greater involvement of students with the Union as they learn of opportunities to become involved in programs or activities.

This objective expanded to include increased communication between UMSU and the University including suggesting that UMSU be involved as subject matter experts when university events are being organized where students are the primary audience. There is a strong belief that UMSU can represent student voices and offer insights on how to design a 'best student experience' event.

The awareness strategy could also include ongoing input gathering opportunities to continue hosting consultations with students and student groups on a more regular basis.

*This is a mid-range goal that could be developed over two to three years.*



### **D) Review of all UMSU programs**

The strategic planning process included challenging conversations regarding what programs, services, or operational activities could be paused to create capacity for new strategic priorities. This objective would see each UMSU program reviewed for its sustainability and impact to ensure that UMSU is generating the best results for the time and fiscal resources invested. Criteria would be developed to assess impact and other results of each UMSU program. Then each program would be reviewed against the criteria. The intention would be to make informed decisions regarding which programs might be paused so that resources can shift to new priorities. Once the review is completed, there is an opportunity to continue the process on an ongoing basis, such as every five years.

*This is a short-term goal of two years.*

### **E) UMSU Wayfinding Application**

This objective grew from conversations regarding what is most important to students about their campus and the importance of students feeling part of a community when they are on campus. This objective would see UMSU create an app of campus, or all campuses, that includes items of interest to students such as the location of classrooms, water fountains, dining locations, elevators, accessible washrooms and so on, to bring all of the various campus maps into one easily accessible application. Collaboration with the university would be possible as some maps, such as parking and dining locations, already exist and students could be involved in providing information on features in buildings.

*This is a short-term goal of two years.*

### **F) Revenue Generation**

Several ideas were suggested as ways for UMSU to generate new revenue. There is interest in creating an UMSU lottery of some kind, such as a monthly or themed 50/50 draw, that would support UMSU programming as the proceeds could be shared equally between UMSU and the winning student. There was also interest in finding ways to incentivize students to stay on campus which could include a lottery or 50/50 draw where the drawing becomes an event with an in-person draw and the requirement that a student be present to win.

Another suggestion was to shift one of the current UMSU businesses on the third floor of UMSU-University Centre to a completely unique, and non-food, business that may attract students to stay on campus beyond classes and provide an additional venue for residence students.

## Strategic Planning Process

At the direction of senior leadership of the Executive of the UMSU Board of Directors, Terms of Reference for a strategic planning working group were developed and subsequently approved, leading to the formation of a Strategic Planning Working Group in the summer of 2024. The working group began bi-weekly meetings in the fall.

### Members of the Strategic Planning Working Group

**Carolyn Wang**

UMSU Vice President  
Finance and Operations,  
Co-chair

**Michaela de Hoop**

UMSU Indigenous  
Representative

**Rachhvir Dhaliwal**

UMSU Vice President  
University Affairs, Co-Chair

**Damilola Ojo**

UMSU Black Students  
Representative

**Tioluwani Jonathan Lowo**

UMSU Rep for Faculty of  
Environment, Earth and  
Resources

**Charli Feener**

UMSU Rep for School  
of Fine Arts

### Stakeholder engagement was conducted including

- survey to students
- input gathering sessions with UMSU Directors, UMSU staff, and the UMSU Board of Trustees.

### An action planning day was held in the fall of 2024 where the following activities were completed

- drafting of an organizational vision
- drafting of mission statements aligned with the objectives defined in the UMSU Act
- creation of a list of core values
- drafting of several short and longer term strategic objectives

The results of the action planning day were presented to the Strategic Planning Working Group for review and revision.

A second planning session was held in the late fall where the strategic objectives were further explored and action plans and key performance indicators were created for each objective.

The final act of the Strategic Planning Working Group was to submit this draft plan to the UMSU Executive for consideration.



UMSU

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SEREMBANG





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